

**Economic Development Proviso Launch Meeting**  
**Organizational Roles Workgroup Activities**  
August 27, 2013

### Organizational Roles – Discussion Summary

- Principles:
  - Coordinated – Common voice
  - Legislature and Governor on the same page
  - Cross agency metrics – quantifiable
  - Cooperation of existing organizations
  - Form follows function – who plans local/state
  - Organizational sustainability
  - Authority – Advisory Group?
  - Define Economic development (Clear concise description)
    - Product
    - Marketing Product (Sales)
    - Relationships
  - Planning – tactical
  - Advocating
  - Educating
- Models:
  - Separate agency
  - Separate Commission advising
  - Enterprise Florida
- Objective evaluation:
  - What works
  - What doesn't work
- Bring resources together to affect outcomes:
  - Needs to be immediate
  - Meaningful role for private sector
  - Economic Development Districts
  - Department of Ecology
  - 3-5 Legislative policies
  - Urban and rural together
- Advisor and Advocate to:
  - Commerce
  - Workforce
  - Legislature
  - SBCTC
  - WSDOT
- Representative of population across the state
- Inventory of statewide economic development

### Organizational Roles – Idea Cards

- Define who is responsible for what and what other groups should not be involved in.
- Economic development is a system. For any system to perform its work/purpose, all the parts of the system must work together. Define those parts and connect them to achieve a common purpose.

• Better coordination between Commerce Department and economic goals and the Dept. of Ecology/Dept. of Revenue / Dept. of Transportation, etc. So that the economy of the state is the number one priority.																																																								
• Develop local biz assistance, expansion retention. Through this action networking and partnerships will start.																																																								
• Create an effective forum for rural communities to influence state policy.																																																								
• Include the development of irrigation infrastructure in Rural Economic Development.																																																								
• Align agency missions as much as possible.																																																								
• Goals/objectives must precede definition and clarity of roles and responsibilities.																																																								
• Organizational Roles: Various organizations need to form teams, where each member organization is measured by a common set of metrics. Teams might include: Infrastructure, talent R&D/Finance.																																																								
• How do we reconcile our vision with the interest of Governor's office?																																																								
<table border="1"> <tr><th colspan="7">Roles for Economic Development</th></tr> <tr> <td rowspan="7">Sector Champions</td><td colspan="5"><i>Strategic</i></td><td>Competitiveness Champions</td></tr> <tr> <td></td><td>Talent</td><td>Entrepreneurship</td><td>Infrastructure</td><td>Regulatory</td><td>International</td></tr> <tr> <td>Agriculture</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>Aero.</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>Mfg.</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>Health</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>IT</td><td></td><td></td><td></td><td></td><td></td></tr> </table>							Roles for Economic Development							Sector Champions	<i>Strategic</i>					Competitiveness Champions		Talent	Entrepreneurship	Infrastructure	Regulatory	International	Agriculture						Aero.						Mfg.						Health						IT					
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• Coordinate the agency/organizations benchmarks so all groups are speaking the same language and being measured on similar economic goals.																																																								
• Create mechanism which gives a forum for all the "disparate economic development organizations to talk on a regular basis by regions. Similar to the New York : Open for Business Plan																																																								
• Have collaborative <u>commission</u> of business, labor, ADO – operate ED programs and develop strategy.																																																								
• Commerce: Fund the collaborative elements (convening partners) to bring together the existing agencies to partner on projects.																																																								
• Keep strong direct oversight of any state-funded or state-sponsored efforts.																																																								
• Collaborate and coalesce, not compete.																																																								
• Define the roles, logically, so there isn't a significant amount of overlap & redundancy in who is doing what. Function as a <u>STATE</u> not entities or areas within a state.																																																								
• Better collaboration & communication between public and private sector.																																																								
• Too much organizational overlap and potential self-interests in outcomes. How do we get to actionable consensus?																																																								
• Focus on objectives outline in proviso																																																								
• Streamline access-reduce steps (roles) for regulatory compliance																																																								
• A system that connects strategy to implementation. This system must be focused on broad themes that map to a number of initiatives.																																																								
• Support economic development lead person in Governor's office. Focused on creating new jobs.																																																								
• Business community direct involvement in greater proportion than public representatives.																																																								
• All organizations/partners need to be working together and moving in the same direction. *Communication.																																																								
• Recognize, coordinate, and fund local economic development efforts. "New is not better."																																																								
• Do not create a rural vs. urban dynamic in economic development.																																																								
• A clearer division of responsibilities should be charted between state and local level economic development team members.																																																								
• One voice state-wide.																																																								
• Governor is chief advocate & cheerleader. Commerce needs to communicate its responsibilities better. Economic																																																								

development is local so reinforce role of ADO as intersection with business.
<ul style="list-style-type: none"> <li>• Team Washington approach: local ADOs act as field offices for Commerce-Regional Teams all with economic development mission.</li> </ul>
<ul style="list-style-type: none"> <li>• Clear descriptions of each organization's role &amp; responsibilities including alignment and clean hand-offs.</li> </ul>
<ul style="list-style-type: none"> <li>• Commerce/EDC should have USS government involvement and more business involvement.</li> </ul>
<ul style="list-style-type: none"> <li>• Need for better alignment, re-education and jobs. Improve higher education connections with industry re: education readiness for jobs of today and tomorrow.</li> </ul>
<ul style="list-style-type: none"> <li>• Centralize regulatory information, applications and assistance.</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure buy-in from Governor's office, and close work with key legislators.</li> </ul>
<ul style="list-style-type: none"> <li>• We need to establish a multi-state agency economic team to: <ul style="list-style-type: none"> <li>– Develop comprehensive strategies</li> <li>– Measure progress towards goals</li> </ul> to improve the regional and state economies.</li> <li>• Goals need to be measurable, and each agency's role must be clear.</li> </ul>
<ul style="list-style-type: none"> <li>• Competitiveness council to replace WEDC with independence</li> </ul>
<ul style="list-style-type: none"> <li>• WEDC "or like" organization needs to be reinstated to serve as overarching research, analytic and economic development support organization.</li> </ul>
<ul style="list-style-type: none"> <li>• How to create stability in economic development strategy without an independent commission or agency?</li> </ul>
<ul style="list-style-type: none"> <li>• Be convener for public / private interests to address economic development.</li> </ul>
<ul style="list-style-type: none"> <li>• Contains specific role for an economic development commission (or why one is not needed).</li> <li>• How does commission fit with state-wide strategy.</li> </ul>
<ul style="list-style-type: none"> <li>• Role is to combine the individual economic development strategies from around the state into a statewide strategy (not the other way around) and advocate support for that strategy.</li> </ul>
<ul style="list-style-type: none"> <li>• Diverse representation: No tribal rep, No Hispanic Rep; No Asian Rep</li> <li>• As state goes forward these groups represent larger and larger segments of the populations and should have a voice.</li> <li>• Adjust composition of this group to include tribes, people of color.</li> <li>• Include through outreach broad base of businesses. Statewide Washington Business Alliance can help.</li> </ul>
<ul style="list-style-type: none"> <li>• Reinforce a bottom up approach to economic development ADO -&gt; Up</li> </ul>
<ul style="list-style-type: none"> <li>• Respect for interests of stakeholders in the state.</li> </ul>
<ul style="list-style-type: none"> <li>• How will the state work with the federal level organizations to coordinate / collaborate/partner for funding/leveraging dollars.</li> </ul>
<ul style="list-style-type: none"> <li>• Align organizations with economic development functions into a critical path that follows a business's path to success.</li> </ul>
<ul style="list-style-type: none"> <li>• Engage higher education in areas of expertise.</li> <li>• Approach colleges and universities as economic engines.</li> </ul>
<ul style="list-style-type: none"> <li>• Include Puget Sound Regional Council, Prosperity Partnerships, ACG and Sector Associations in deliberations.</li> </ul>
<ul style="list-style-type: none"> <li>• Integrated with the ADO network -&gt; geographically distributed and knowledgeable of local efforts and challenges.</li> <li>• Strong ties to the Governor/Commerce/Legislature.</li> </ul>
<ul style="list-style-type: none"> <li>• Roles: <ul style="list-style-type: none"> <li>– Current Dept. of Commerce plus Commission</li> <li>– Dept. of Commerce plus advisory</li> <li>– Remake Department of Trade and Economic Development with advisory or Commission.</li> <li>– Commission runs economic development: Enterprise Florida <ul style="list-style-type: none"> <li>○ Commission with Governor appointees and Legislators, ADO, Business, Labor, Ports, etc .</li> </ul> </li> </ul> </li> </ul>